



# WARDMAN PARK HOTEL

Washington 8, D.C.

CONNECTICUT AVENUE & WOODLEY ROAD

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December 14th, 1950.

William H. Jackson, Esq.  
1718 H Street, NW.  
Washington DC.

Dear Mr. Jackson:

I have carefully studied your cogent report on the functions and responsibilities of CIA and I thank you for giving me a copy. That there has been much duplication is undeniable and you have made a strong case that many of the operations conducted were ultra vires.

But despite the strength of your case legally, the present amputation is not without its dangers to the effectiveness of the new estimating group which you have set up.

The scope of intelligence is so broad, that in practice it is extremely difficult to trace a precise line differentiating political, military and economic intelligence. Some overlap and duplication seems unavoidable. The practical problem is to provide the most effective support of the national estimators. It would seem to me that the conditions making for effective support are broadly the following:-

(a) The personnel in the supporting body must be cleared for access to intelligence of the highest security classification.

(b) The supporting body should be physically accessible and organizationally close to the estimating group.

(c) The supporting body should be given the greatest possible independence in formulating its estimates and opinions so that it does more than echo the policy line of any executive agency.

(d) Supporting data should be conveniently available, if called for.

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Since my chat with you last Saturday, I think you will want to know that some of the most competent people are leaving. Recruiting good people in this field, as you know, is not the easiest task, not overlooking the time it would take to train new personnel particularly at this moment. Some of those leaving are experts in remote and unusual areas.

May I again thank you for the opportunity which you gave me to discuss these matters with you.

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Sincerely yours

